



DEPARTMENT OF THE AIR FORCE  
WASHINGTON, DC

DEC 22 2009

Office Of The Secretary


MEMORANDUM FOR DIRECTOR, ADMINISTRATION AND MANAGEMENT,  
OFFICE OF THE SECRETARY OF DEFENSE

FROM: SAF/AA  
1720 Air Force Pentagon  
Washington DC 20330-1720

SUBJECT: Charter Renewal for the Air University Board of Visitors

The Air University Board of Visitors (AU BOV) provides a vital review of the quality of Air University programs and helps Air University maintain accreditation with the Southern Association of Colleges and Schools. They do this by meeting the requirement for a governing board which both the presiding officer and a majority of the other members are neither civilian employees of the military nor active/retired military. The AU BOV offers independent advice and recommendations to the Air University Commander which is then provided to the Chief of Staff and SecAF. IAW DODI 5105.04, *Department of Defense Federal Advisory Committee Management Program*, August 6, 2007 justification for recommending renewal and the proposed Charter are provided for your consideration. Recommend renewal of the AU BOV's Charter for the term March 6, 2010 – March 5, 2012.

Please contact Mrs. Pam Fitzgerald at 703-614-1929 or [pamela.fitzgerald@pentagon.af.mil](mailto:pamela.fitzgerald@pentagon.af.mil) if you have any questions, comments or requirement additional information.

  
WILLIAM A. DAVIDSON  
Administrative Assistant

Attachments:

1. 30 Nov 09 AU BOV Charter Submission
2. AU BOV Charter Transmittal Letter



CHARTER  
AIR UNIVERSITY BOARD OF VISITORS

1. Committee's Official Designation: The Committee shall be known as the Air University Board of Visitors (hereafter referred to as the Board).
2. Authority: The Secretary of Defense, under the provision of the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix, as amended) and 41 CFR § 102-3.50(d) established the Board.
3. Objectives and Scope of Activities: The Board shall examine and advise on matters relating to Air University.
4. Description of Duties: The Board shall:
  - a. Review and evaluate progress of the educational programs and the support activities of the university.
  - b. Review and evaluate the published statement of purpose, institutional policies, and financial resources of the university.
  - c. Review and evaluate the educational effectiveness, quality of student learning, administrative and educational support services, and teaching, research and public service of the university.

The Secretary of the Air Force, on behalf of the Secretary of Defense, may act upon the Board's advice and recommendations.

5. Agency or Official to Whom the Committee Reports: The Board shall report to the Secretary of the Air Force, through the Commander, Air University.
6. Support: The Department of Defense, through the Department of the Air Force, shall provide support as deemed necessary for the Board's performance, and shall ensure compliance with the requirements of the Federal Advisory Committee Act of 1972 and the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b).
7. Estimated Annual Operating Costs and Staff Years: It is estimated that the annual operating costs, to include travel costs and meeting and contract support is approximately \$165,000.00. The estimated annual DoD personnel costs are 1.0 full-time equivalents (FTE).
8. Designated Federal Officer: The Designated Federal Officer, pursuant to DoD policy, shall be a full-time or permanent part-time DoD employee, and shall be appointed in accordance with established DoD policies and procedures. In addition, the Designated Federal Officer is required to be in attendance at all meetings, however, in the absence of the Designated Federal Officer, the Alternate Designated Federal Officer shall attend the meeting.
9. Estimated Number and Frequency of Meetings: The Board shall meet at the call of the Board's Designated Federal Officer, in consultation with the Chairperson and the Commander of Air University. The estimated number of Board meetings is four per year.



10. Duration: The need for this advisory function is on a continuing basis; however, it is subject to renewal every two years.

11. Termination: The Board shall terminate upon completion of its mission or two years from the date this charter is filed, whichever is sooner, unless the Secretary of Defense or designee extends it.

12. Membership and Designation: The Board shall be comprised of no more than thirty-five members appointed by the Secretary of the Air Force, or designee, who are eminent authorities in the field of air power, defense, management, leadership, and academia. All Board member appointments shall be on an annual basis.

The Board's Chairperson shall be elected by a vote of the membership and approved by the Commander, Air University.

Board members appointed by the Secretary of the Air Force, or designee, who are not full-time or permanent part-time federal employees, shall be appointed as experts and consultants under the authority of 5 U.S.C. § 3109 and serve as special government employees. In addition, they shall serve without compensation except for travel and per diem for official Board-related travel.

13. Subcommittees: With DoD approval, the Board is authorized to establish subcommittees, as necessary and consistent with its mission. These subcommittees or working groups shall operate under the provisions of the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976, and other appropriate Federal regulations.

Such subcommittees or workgroups shall not work independently of the chartered Board, and shall report all their recommendations and advice to the Board for full deliberation and discussion. Subcommittees or workgroups have no authority to make decisions on behalf of the chartered Board nor can they report directly to the Department of Defense or any Federal officers or employees who are not Board members. Subcommittee members, who are not Board members, shall be appointed in the same manner as the Board members.

14. Recordkeeping: The records of the Board and its subcommittees shall be handled according to section 2, General Record Schedule 26 and appropriate Department of Defense policies and procedures. These records shall be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552, as amended).

15. Filing Date: December 10, 2009





DEPARTMENT OF THE AIR FORCE  
AIR UNIVERSITY (AETC)

30 Nov 09

MEMORADUM FOR SAF/AAX (Ms. Pam Fitzgerald)

FROM: AU/CFA

SUBJECT: Request Approval for the Charter Renewal of the Air University Board of Visitors

1. The following information is provided as requested for our renewal:

**a. Explanation/rationale why the Advisory Committee/Board is essential for DoD/AF business and is in the public interest.**

Every recommendation made by the board in its reports is reviewed by the school or organization to which it pertains. That organization responds in writing to the Air University (AU) Commander indicating what actions should be taken to respond to the Board's recommendations. These responses are reviewed and approved by the AU commander and then provided to the Chief of Staff and the Secretary of the Air Force and is discussed with them by the Officers of the Board during their annual outbrief. This entire cycle provides a vital review of the quality of AU programs. Additionally, in order to maintain accreditation with the Southern Association of Colleges and Schools, Air University must have a governing board that must maintain a majority membership that are not civilian employees of the military or active/retired military.

**b. Why the Board's functions cannot be performed by DoD, another existing Committee/Board, or other means, such as a public hearing?**

The recommendations and consultations provided by the Board cannot be obtained elsewhere in the Air Force or the Department of Defense. It is the external, unbiased nature of the Board which makes it a valuable body. It is outside the normal DoD chain of command and can, therefore, bring objectivity to all areas it reviews. Board members are chosen on individual merit and the expertise they can offer Air University. Views and recommendations of the Board which are obtained during meeting discussions, as well as in the Board report, provide unbiased appraisals of AU's professional education and research programs. The members' knowledge of educational objectives and programs represent a reservoir of understanding which is essential in education and/or AU's relations with the general public and the academic community. The Air Force learns much from this source and at the same time gains respect of the civilian education environment by our willingness to heed the Board's recommendations. The counsel of the Board is invaluable in assisting and maintaining the proper academic levels for our programs. The functions and purpose of the BOV do not duplicate those of any existing committees or agencies of the federal government. In accordance with the Southern Association of Colleges and Schools Commission on Colleges, Principles of Accreditation, board members must have broad and significant influence upon the university's programs and operations; the board members must



actively participate in the policy-making body for the institution; and ensure the financial resources of the institution are used to provide a sound educational program.

**c. How the Board plans to attain a fairly balanced membership?**

Air University maintains a balanced membership on the Board primarily on the basis of professional expertise and how this expertise bears on our education programs. For example, members of the AFIT Subcommittee of the Board are chosen from engineering, management, and other academic areas offered at the Air Force Institute of Technology. These members are usually at the dean or professional level in their respective academic institutions. The rest of the AU BOV is composed of carefully selected individuals ranging from academic deans to chancellors of multi-university institutions (i.e., positions analogous to that of the AU Commander). We attempt to have some members knowledgeable of accrediting agencies to assist us in maintaining up-to-date knowledge of accrediting procedures and requirements. Finally, to round out the Board, a few retired officers and business professionals are added. When considering the above categories of individuals, we maintain minority representation insofar as possible, as well as geographical and institution type balance. Typically, one-third representation is attempted for educators, business professionals, and retired military, respectively. Regional accreditation requirements (*The Principles of Accreditation*, Southern Association of Colleges and Schools Commission on Colleges, Section 2, paragraph 2.2) state "the majority of the voting members of the board are free of any contractual, employment, or personal or familial financial interest in the institution."

**d. How the Board is accomplishing its mission?**

During the past two years, the Board met on 17 occasions via various venues such as Board and subcommittee meetings, teleconferences, and ad hoc working groups. From these meetings, the Board provided AU with 30 recommendations to enhance our educational programs to better serve the mission of the Air Force.

**e. Provide Board accomplishments; focusing on those accomplishments since the last Charter renewal.**

The Board reviewed and endorsed the substantive reorganization of Air University to realign the functions of the university to operate more like a university while maintaining fidelity to its military mission. The Board also reviewed several new initiatives to include the increased enrollment in the Community College of the Air Force; the expanding distance learning masters program; senior Air Force leaders with PhD's; future accreditation issues; and providing more flexibility in PME masters programs.

The Board members participated in lecture discussions at Air University ranging from issues and problems in Afghanistan to the current cyber-related events throughout the world and how Air University is incorporating cyber into graduate research, graduate education, and outreach programs. This opportunity provided valuable insight to the extraordinary level of academic freedom being experienced as well as the spectrum of academic diversity that takes place on any



given day at Air University. The Board members were also provided the opportunity to meet with faculty, students, and staff members and discuss university issues.

The Board provided advice, views, and recommendations on the following topics: mission, structure, faculty qualifications, future directions for AU, curriculum integration, academic university culture, distance-learning masters degree program, Culture and Language Center, Test Pilot School affiliation, as well as progress of the AFIT and AU undergraduate programs. In addition, many discussions during the year related to the university's reaffirmation requirements.

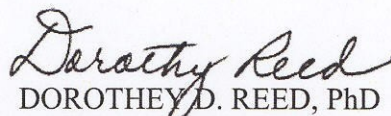
The Board also provided advice to AU in preparing Congressional language to obtain broader degree-granting authority that more accurately reflects the AU mission and supports the current and future needs of its students.

The Board provided advice and recommendations to support AU's desire to grant honorary degrees to recognize individuals who have made extraordinary contributions in education, governmental, public service, civic, and community affairs; industry, commerce and labor; and the arts, letters, and sciences.

**f. Identify what impact discontinuation of the Board will have on DoD/AF.**

The purpose of the Air University Board of Visitors is to assist Air University in sustaining effective programs. Due to the importance of Air University's mission, it is desirable that the Air Force obtain advice, views, and recommendations on matters involving performance of their educational mission. To this end, an advisory committee, designated as the Air University Board of Visitors, was established in July 1946 by the Commanding General of the Army Air Forces and has been in existence since that time. Without the Board's advice and recommendations, Air University would not be able to provide the quality educational programs to serve the mission of the Air Force. Discontinuation of the Board would also eliminate AU's ability to provide accredited programs to its students.

2. Please find attached the AU Board of Visitors' revised Charter for 2010 for your approval. Please call me at DSN 493-5159 or commercial 334-953-5159 if I can provide any further information.

  
DOROTHEA D. REED, PhD  
Federal Designated Officer

Attachment  
AU BOV 2010 Charter Renewal